



DEPARTMENT OF THE ARMY
UNITED STATES ARMY NORTH ATLANTIC TREATY ORGANIZATION
UNIT 21420
APO AE 09705-1420

ACDP

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USANATO Policy Letter 12, Civilian Awards

1. References:

- a. AR 672-20, Incentive Awards, 29 January 1999.
- b. DA Pamphlet 672-20, Incentive Awards Handbook, 1 July 1993.

2. Civilian employees are key members of the USANATO team and make important contributions to the Army's mission in NATO. I expect commanders to ensure that these employees receive appropriate and prompt recognition for their achievements. Recognizing our great civilian employees is a leadership responsibility.

3. Commanders should use the Incentive Awards Program to recognize their civilian employees with a variety of monetary, honorary, and time-off awards. Failure to recognize deserving civilians before they depart or to recognize noteworthy achievements in a timely manner is a failure to meet our responsibilities as leaders.

4. Because the review and approval process for high-level honorary awards is lengthy, every effort must be made to submit nominations requiring my approval to this headquarters at least 60 days before the planned presentation date or, if the employee is departing the command, at least 60 days before the employee's departure date. Nominators should allow extra time for awards that require Secretary of the Army approval and U.S. Embassy coordination.

5. I charge commanders with the responsibility of managing their awards program to ensure all of our civilian employees receive deserved awards on time. Our civilian workforce deserves prompt recognition for their contributions to this command and to our country.

A handwritten signature in black ink, appearing to read "D. McKiernan", is positioned above the typed name.

DAVID D. McKIERNAN
General, USA
Commanding

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